



UNIVERSITI PUTRA MALAYSIA

**PERCEPTION OF COURSE PARTICIPANTS TOWARDS TRAINERS
PERFORMANCE DURING TRAINING SESSIONS**

ZAINUDIN ISA

FPP 1997 24

PERCEPTION OF COURSE PARTICIPANTS TOWARDS TRAINERS PERFORMANCE DURING TRAINING SESSIONS

By

ZAINUDIN ISA

**A Project Paper submitted to the Department of Extension Education,
University Putra Malaysia in partial fulfillment of the requirements for
the Degree of Master of Science (Human Resource Development).**

May 1997

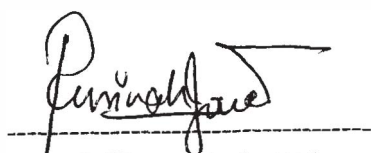


Project Paper entitled "Perception of Course Participants towards Trainers Performance during Training Sessions" by Zainudin Isa is submitted in partial fulfillment of the requirements for the degree of Master of Science (Human Resource Development), in the Department of Extension Education, Faculty of Educational Studies, University Putra Malaysia

Approved by:



AZAHARI ISMAIL, Ph.D.
Associate Professor
Manager Training
University Business Centre
University Putra Malaysia
(Supervisor)



Hajjah Rusnah Joneid
Faculty of Educational Studies
University Putra Malaysia
(Examiner)

Date: 9/5/1997

ACKNOWLEDGEMENTS

All praise be to Allah s.a.w for His guidance and mercy

I am indebted to my supervisors, Associate Professor Azahari Ismail, Ph D, my examiner Puan Hajjah Rusinah Joned and Dr. Zainal Ahmad for their patience, support and reinforcement. Their encouragement has been invaluable. I also wish to acknowledge the assistance given by my graduate colleagues especially Md. Nor Abdul Rahman and my office-mate Puan Ramlah Hj Muda and Abdul Jalil Saad who assisted me in data analysis

My thanks also go to my Head of Department, Dr Nik Abdullah Hj. Awang who supported my study. I am also indebted to other concerned staff of PERMATA who gave full encouragement and words of inspiration.

I also wish to express my gratitude to all those who filled out the questionnaires and to the trainers, a special thank you for sharing ideas and experience and also in distributing the questionnaires to the participants.

Finally, my greatest appreciation and love to my wife and children, Tee, Iffwat, Alia, Nabil, Abu, Adila and Zahira for their understanding, patience and support throughout my study. Without their love and tolerance, this research would not have been possible.

Last but not least my special gratitude and appreciation to all the University Putra Malaysia lecturers especially those involved in the Human Resource Development program

TABLE OF CONTENTS

	Page
ACKNOWLEDGEMENT	I
LIST OF TABLES	VI
LIST OF FIGURES	VII
ABSTRACT	IX
ABSTRAK	XII
 CHAPTER	
1 INTRODUCTION AND STATEMENT OF PROBLEM	
Introduction	1
Statement of Problem	8
Objective of the Study	9
Significance of the Study	10
Scope and Limitations the Study	11
Definition of Terms	12
 2 LITERATURE REVIEW	
Introduction	13
Training and Transfer of Learning	15
Trainers' Skills and Requirements	16
Trainers' Roles in Training	18
Training Evaluation and Assessment	21
Trainers' Competency	22
Assessment Model and Strategies	24
Methods of Observation	25
Barriers in Trainer Assessment	27
Summary	29
 3 METHODOLOGY	
Introduction	32
Theoretical Framework of the Study	32
Development of Questionnaire	34
Response Scale	36
Pretesting of the Questionnaire	37
Survey Population	40
Analysis of Data	40



Perception of Respondents and the Relationship between variables	48
Perception of Respondents on Delivery of Training	48
Perception of Respondents on Discussion Leading Skills	53
Perception of Respondents on Activity Control	55
Perception of Respondents on Trainer's Competency	57
 5	
SUMMARY CONCLUSION AND RECOMMENDATIONS	
Introduction	61
Problems and Objectives of the Study	61
Objective and Methodology of Study	62
Presentation Skills	63
Discussion Leading Skills	64
Activity Control Skills	65
Trainer's Competency	66
Recommendations	67
 BIBLIOGRAPHY	70
 APPENDICES	
1 Participant Reaction Questionnaire	74
2 Trainer Assessment Questionnaire	77
3 Respondents Reaction to Delivery, Discussion Leading, Activity Control and Trainers Competency	84

LIST OF TABLES

TABLE		PAGE
1	Program Conducted / cancelled and revenue and losses	3
2	Dist. of trainees and length of service in PETRONAS and PERMATA	37
3	Components of the Assessment	39
4	Breakdown of Survey Population	40
5	Distribution of Respondents by Operating Companies	43
6	Distribution of Respondents According to Age	44
7	Respondents Tenure in PETRONAS Operating Companies	45
8	Respondent's by Gender	46
9	Respondent's Level of Position	47
10	Distribution of Respondents According to Attendance in PERMATA Training Programs	48
11	Perception of Trainers Effectiveness	48
12	Perception of Respondents on Delivery by Age	49
13	Perception of Respondents on Delivery by Level of Position	51

14	Perception of Respondents on Delivery by Length of Tenure	52
15	Perception of Respondents on Delivery by Attendance in PERMATA program	53
16	Perception of Respondents on Discussion Leading by Age	54
17	Perception of Respondents on Discussion Leading by Level of Position	55
18	Perception of Respondents on Activity Control by Age	56
19	Perception of Respondents on Activity Control by Level of Position	57
20	Perception of Respondents on Trainers Competency by Level of Position	58
21	Perception of Respondents on Trainers Competency by Age	59
22	Perception of Respondents on Trainers Competency by Attendance to PERMATA Programs	60

LIST OF FIGURES

Figure		Page
1	Organisation Chart of PERMATA	6
2	Theoretical framework of the study	34

LIST OF FIGURES

Figure		Page
1	Organisation Chart of PERMATA	6
2	Theoretical framework of the study	34

Abstract of Research Project in partial fulfillment of the requirement for the degree of Master of Science at University Putra Malaysia

**PERCEPTION OF COURSE PARTICIPANTS TOWARDS TRAINERS
PERFORMANCE DURING TRAINING SESSIONS**

By

ZAINUDIN ISA

April 1997

Supervisor : Associate Professor Azahari Ismail, Ph.D

Faculty : Department of Extension Education.

PETRONAS Management Training Sdn. Bhd. (PERMATA) is the provider of training to Petroliaam Nasional Berhad (PETRONAS) and its operating companies. PERMATA is therefore, mandated to provide effective training and transfer of learning. In order to fulfill this obligation PERMATA needs to address the concerns of trainees from the various operating companies that PERMATA trainers are not effective in delivering traning programs. This concern was highlighted in the PERMATA Objectives and Strategies 1995/1996 - 1999/2000 that the trainers are not competent enough to carry out their duties and obligations as required. Therefore it was seen as appropriate for long term planning and strategies, that PERMATA takes into consideration

the development of trainers to meet the challenges and expectations of the clients.

The purpose of this study was to determine the perception of participants towards trainers during training sessions in PERMATA.

Specifically, this study intends to:

1. Determine the participants' perceptions on training delivery, discussion leading skills, activity control, and trainer competencies.
2. Look at the relationship between age, length of tenure, level of position, attendance in PERMATA training programs and trainer's delivery of training, discussion leading skills, activity control and competency.

The study focused on PERMATA's executive and non-executive staff who attended eight training programs conducted at PERMATA between December 1996 to February 1997. A total of 61 out of 86 trainees who attended the training programs responded in this study.

The study shows that in the delivery of training the younger age group perceived the trainers to be highly effective whereas the older age group perceived them as fairly effective. Therefore the trainer must synergise their delivery to meet the needs of both young and old age groups. In discussion leading the majority of respondents perceived the trainers as fairly effective. Therefore they need to

sharpen their skills at leading discussion during training sessions. In the activity control session, the study found that PERMATA trainers need to balance the activities to suit the different age groups. In general the study found that PERMATA trainers need to be exposed to various new technologies in training. They also need to understand their role in a changing environment.

Abstrak Projek Penyelidikan sebagai memenuhi sebahagian daripada keperluan untuk mendapat ijazah Sarjana Sains, Universiti Putra Malaysia

**PERSEPSI PESERTA-PESERTA KURSUS TERHADAP JURULATIH-JURULATIH
KETIKA MENGENDALIKAN SESI LATIHAN**

Oleh

ZAINUDIN ISA

April 1997

Penyelia : Profesor Madya Azahari Ismail, Ph.D

Fakulti : Jabatan Pendidikan Pengembangan

PETRONAS Management Training Sdn. Bhd. (PERMATA) ialah penyedia latihan kepada Petroliaam Nasional Berhad (PETRONAS) dan syarikat-syarikat operasinya. PERMATA bertanggung - jawab untuk menyediakan latihan dan pemindahan pembelajaran yang berkesan. Namun begitu, terdapat kebimbangan dikalangan peserta - peserta kursus tentang ketidakberkesanan penyampaian program - program latihan serta mempersoalkan kekompetenan jurulatih - jurulatih PERMATA yang dikatakan tidak dapat memenuhi kehendak peserta kursus. Maklumat ini terkandung didalam Objektif dan Strategi PERMATA 1995/1996 - 1999/2000.

Tujuan kajian ini ialah untuk menentukan persepsi peserta - peserta kursus terhadap jurulatih - jurulatih ketika sesi latihan di PERMATA. Secara khususnya kajian ini bertujuan:

1. Untuk mengetahui persepsi peserta - peserta kursus ketika menilai sesi latihan khususnya dari segi penyampaian, membimbing perbincangan dan mengawal aktiviti serta kekompetenan jurulatih - jurulatih.
2. Untuk melihat hubungan antara beberapa angkubah - angkubah khusus didalam penyampaian latihan yang berkesan.

Kajian ini dilakukan keatas kakitangan - kakitangan eksekutif dan bukan eksekutif yang menghadiri program - program latihan yang diadakan di PERMATA antara Disember 1996 sehingga Februari 1997. Seramai 61 dari 86 orang peserta kursus yang menghadiri program - program latihan tersebut telah menjawab kertas kajian yang diberikan.

Hasil kajian mendapati bahawa didalam penyampaian kursus, persepsi golongan muda menunjukkan para jurulatih adalah pada tahap sangat berkesan manakala persepsi golongan tua adalah berbedza iaitu pada tahap agak berkesan. Justeru itu jurulatih - jurulatih perlu menyesuaikan penyampaian kursus bagi memuaskan kedua golongan tua dan muda. Didalam membimbing perbincangan, persepsi majoriti responden terhadap para jurulatih

adalah agak berkesan, justeru itu mereka perlu memperbaiki lagi kemahiran didalam membimbing perbincangan ketika latihan dijalankan. Didalam mengawal aktiviti, kajian ini mendapati bahawa jurulatih - jurulatih perlu menyesuaikan aktiviti - aktiviti bagi memenuhi kehendak golongan tua dan muda. Secara amnya, jurulatih - jurulatih PERMATA perlu didedahkan kepada teknologi - teknologi baru dalam bidang latihan dan mereka juga hendaklah memahami tugas mereka masakini yang memerlukan penyesuaian kepada suasana perubahan yang sedang pesat.

CHAPTER 1

INTRODUCTION

PETRONAS Management Training Sdn. Bhd. (PERMATA) is a new corporate organisation. It was incorporated on 19 March 1992 as a wholly - owned subsidiary of the national oil and gas corporation, Petroliaam Nasional Berhad (PETRONAS). Specifically the role of PERMATA is to develop and conduct a comprehensive range of oil and gas-related functional, technical and management training programmes to meet the diverse needs of the PETRONAS Group of Companies.

PERMATA is 'the' provider of training services to PETRONAS Group of Companies and to contribute to the advancement of PETRONAS business. In order to fulfill these obligations PERMATA has underlined its long term objectives, which are: 1) to be the learning provider of first choice for PETRONAS and the industry; 2) to develop PERMATA's organisational and individual competencies to be a leader in developing human resources; 3) to achieve financial sufficiency; and 4) to support PETRONAS Group in its business ventures (Objectives and Strategies for 1995/96 - 1999/20). Therefore being a reputable training organisation there's a need for PERMATA to produce skill trainers so that their performance in delivering training would meet the desired result of transferring learning to the trainees.

There were concern from stakeholders, namely PETRONAS subsidiary companies about the effectiveness of PERMATA trainers when delivering in-house training programs. Such concerns, among others was raised in the Objectives and Strategies for 1995/96 - 1999 - 2000 which highlighted that PERMATA is unable to get full support from Operating Companies (OC) because the perception of some OCs is that PERMATA does not have the right expertise. It highlighted that:

PERMATA is unable to get support of some Operating Companies who prefer to go to external training consultants. The perception of some Operating Companies is that PERMATA does not have the expertise or that the courses are expensive. As a result, they prefer to deal with external training consultants (p 1 of 1).

The Customer Service Survey carried out by the Marketing Section (PERMATA Planning Workshop, 14-15 October, 1995) also highlighted that trainers lacked operational/line exposure and some of them were not competent in delivering training.

Such concerns are warranted considering the fact that some programs which are planned to be conducted cannot be organised due to lack of participants (Corporate Development Unit-Business Improvement Performance Study, June 1996). Table 1, for example, shows that out of 270 training programs planned (April 95 - March 96) only 128 were conducted depicting a loss of income of about RM5.3million for PERMATA for the said period.

Table 1
Program Conducted/Cancelled and Revenue and Loses

PROGRAM CONDUCTED/CANCELLED
(APRIL 95 - MARCH 96)

STATUS	NO OF PROGRAM	%
CANCELLED	142	53
CONDUCTED	128	47
TOTAL	270	100

REVENUE & LOSES
(APRIL '95 - MARCH '96)

STATUS	Rev/loss	%
GAIN	3,384,590	39
LOSS	5,275,660	61
TOTAL	8,660,250	100

Source : Corporate Development Unit - Business Improvement Performance Study - June 1996

Therefore it was appropriate for long term planning and strategies, that PERMATA, takes into consideration the development of trainers competency to meet the challenges and expectation of PETRONAS Group of Companies.

As such PERMATA need to look at the matter positively. Are the trainers, not playing their role effectively or are they suffering from 'training skills deficiency' as a trainer?

PERMATA took the necessary steps to ensure that trainers are sufficiently equipped with the relevant training tools and knowledge. They are required to attend a Certificate in Training and Development (CITD) program organised by the Institute of Personnel Development (IPD), United Kingdom but conducted locally by a training consultant firm. The program which started in March and ends in July 1996 managed to train 15 trainers. The certification is aimed at providing

value and credibility to PERMATA trainers. In-house Train-The-Trainers and Trainers Effectiveness programs were also conducted. Such examples are programs conducted by training consultants from Lawrence Walter Ng and Dale Carnegie.

Besides that, the trainers are also encouraged to attend conferences and seminars of relevance to their respective fields. They were also sent to the United States of America to attend the annual American Society for Training and Development (ASTD) conference. Such attendance is meant to upgrade trainers knowledge with the latest tools or technology in the areas of training and development. This is important because delivering effective training in a modern organisation requires new thinking, new models, new approach and new instrument and mechanism (Mitchell, 1993).

While the trainers are progressively being develop, they should also be constantly assessed as to synergise in the development of effective trainers (Wan Halim, 1996). The assessment is vital to ensure credibility and integrity of the trainers (Rae, 1993). Therefore an appropriate assessment is required to realign and assess the effectiveness of PERMATA trainers.

Most of the trainers skills are observable and assessable or at least apparent behaviour related to the skills and it is the observable behaviour which matters in most cases (Mitchell, 1993). Skills alone do not make a trainer. Trainers of whatever nature are human beings and

consequently vary from each other and the 'norm' to a considerable extent (Rae, 1993). In a meaningful assessment of trainers it is therefore necessary to have some measure of the rich variety that exists.

PERMATA, for example in its assessment of trainers only used the 'happy sheet' - end - of-the - course assessment on the trainers, which mostly gave feedback on participants reaction to training programs but there was scant evidence of attempts to measure trainer effectiveness or performance at delivering the training.

In assessing trainer's performance, it is very important to ensure the employment of suitable trainers, as well as maintaining and improving the quality of existing trainers.

According to Wills, 1993:

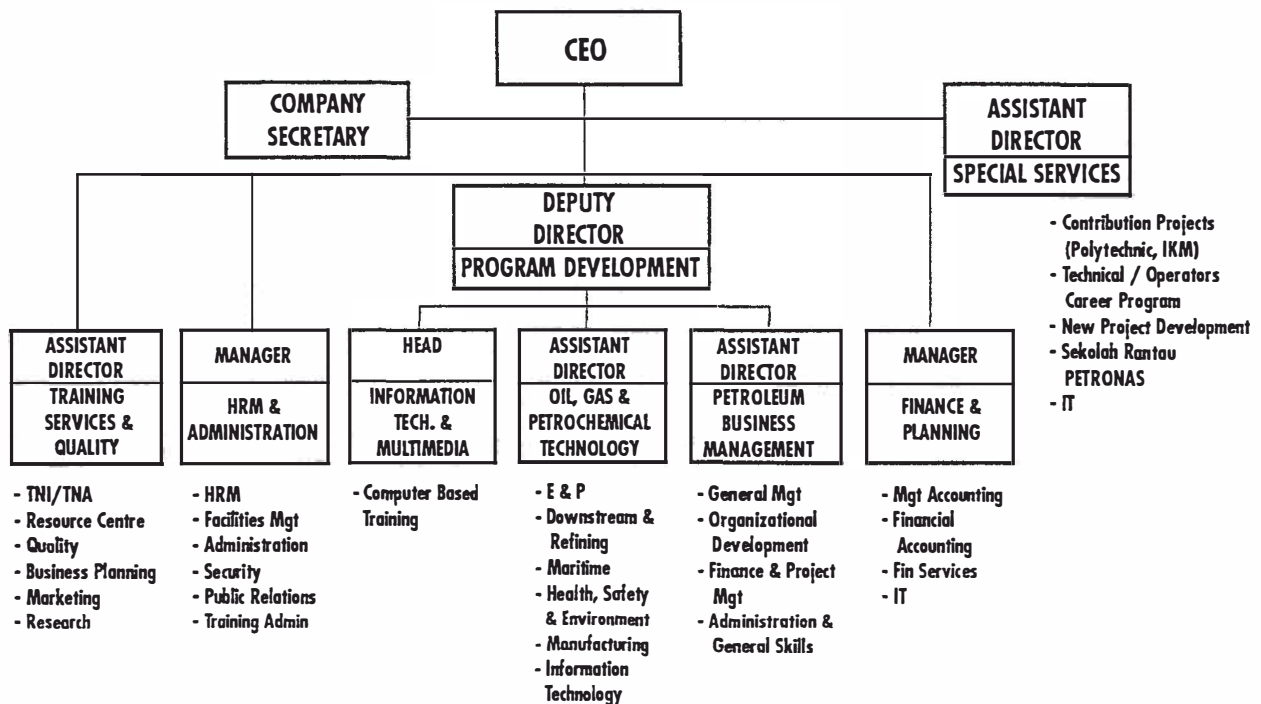
it must provide the training manager with relevant data which enable appropriate development activities to be recommended, provide an opportunity for trainers to explore their performance strengths and weaknesses, motivate trainers to investigate new developments in instructional techniques, (p. 101).

Evaluation may takes time and effort but the expenditure can be an investment rather than an added burden. Successful evaluation attains practical perfection when it provides the best information possible on the key policy questions within the given set of the real world constraints (Berk, 1990).

The PERMATA's organisation structure consist of three departments or faculties: a) Petroleum Business Management (PBM); b) Oil, Gas and Petrochemical Technology (OGPT); and c) Information Technology and

Multimedia (ITM). The faculties are managed by two Assistant Directors and twenty-three trainers (13-PBM, 6-OGPT and 4-ITM). Other supporting departments include Training, Services and Quality; Human Resources Management; Finance and Planning; Special Services; and the Managing Directors office. The total manpower strength of PERMATA is 118 (Figure 1)

Figure 1
Organisation Chart of PERMATA



Source : HUMAN RESOURCE MANAGEMENT DEPARTMENT (PERMATA)

Although PERMATA is still a new corporate organisation it has a combination of both experienced and new trainers. These trainers have different areas of specialisation which is expected to provide

effective training for PETRONAS Group of Companies who are the stakeholders. Table 2, shows the the distribution of trainers and length of service in PETRONAS and PERMATA.

Table 2
Distribution of Trainers and Length of Service
in PETRONAS and PERMATA

LIST OF TRAINERS	* PBM		LIST OF TRAINERS	OGPT		LIST OF TRAINERS	ITM	
	YEARS IN PETRONAS	YEARS IN PERMATA		YEARS IN PETRONAS	YEARS IN PERMATA		YEARS IN PETRONAS	YEARS IN PERMATA
A	15	3	A	19	6	A	15	10
B	18	2	B	19	6	B	16	6
C	9	4(months)	C	15	4	C	3	3
D	14	3	D	14	1	D	6	6
E	21	8	E	15	5			
F	3	3	F	17	2			
G	16	4						
H	18	4						
I	14	3						
J	15	7						
K	17	7	* PBM : PETROLEUM BUSINESS MANAGEMENT OGPT : OIL, GAS & PETROCHEMICAL TECHNOLOGY ITM : INFORMATION TECHNOLOGY & MULTIMEDIA					
L	13	5						
M	3	3						

Source : HUMAN RESOURCE MANAGEMENT DEPARTMENT (PERMATA)

The success of PERMATA being and sustaining as a credible training provider for PETRONAS Group of companies and other stipulated clients lies on the credibility of the trainers. Trainers must be continually conscious of their roles and responsibilities, the roles and responsibilities of other people within the organisation and the needs

of their stakeholders (Wan Halim, 1996). They must maintain links, must coordinate activities, must educate themselves as well as others and they must look at things with an analytical mind (Rae, 1993). Therefore trainers must be aware of the needs and concern of the stakeholders in providing effective training.

Trainers must accomodate the need of the stakeholders to ensure the success of training. They must be competent to produce high quality delivery of training. Therefore, trainer's assessment is important to determine the requirements for improvement and to indicate to the trainers their strenghts and weaknesses (Rae, 1993).

Statement of Problem

PERMATA's management is concerned about the perception of the stakeholders that the trainers in PERMATA do not have the right expertise and are not competent in delivering training effectively. The issue of poor delivery of training has been gaining attention and this has some negative effect on PERMATA being the provider of training for PETRONAS group of companies. The stakeholders are not totally receptive to the training that PERMATA conducts and has perceived that the trainers do not have the right skills at delivering training. There has been assertion that without appropriate training skills the trainers may not be able to effectively contribute to the development of knowledge, skills and attitude of the stakeholders. What exactly

constitute the appropriate skills required of a trainer in delivering training need to be specifically identified and addressed. The problem is, therefore, inadequate identification of the trainers ability and credibility in the delivery of training.

Objective of the Study

The objective of this study is to assess the performance of trainers in PERMATA during the course of delivering training programs. Specifically the study intends to address the following questions

1. How do the trainees perceive the effective performance of the trainers in terms of delivery, discussion leading and activity control?
2. What are the competencies and good characteristics of a trainer in terms of delivery of training, discussion leading skills and activity control?
3. To identify the relationship between the demographic factors and the trainers delivery of training, discussion leading skills, activity control and competencies.

Significance of the Study

The outcome of this study will contribute significantly to PERMATA especially at identifying the specific requirements of the trainers that is